

# ***Continuous Improvement***

A photograph of five soldiers in full combat gear, including helmets, body armor, and rifles, standing in a line on a dark, sandy dune under a clear blue sky. The soldiers are silhouetted against the bright sky. One soldier in the foreground is facing the camera, while the others are facing away.

***Why  
Not?***

**Army Sustainment  
Command  
Advance Planning  
Briefing to Industry  
20-21 August 2008**

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# ***Agenda***

- **Command Assessment and Continuous Improvement (CACIO) Overview**
- **Quality Expectations**
- **Cycle of Continuous Improvement**
- **AMC Rapid Review Tool Assessment**
- **E-Board**
- **Road ahead**



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# ASC Major Mission Areas & LSS Strategic Alignment

Align improvement opportunities to one of these 6 major mission areas / lead principal staff element.

## Contracting Services:

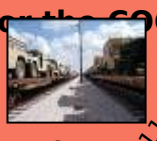
Manages contracts with civilian firms to provide subsistence, construction, maintenance, and supply/distribution services in



of military construction

Ammo Chem Demil FMS Contingency Contracting ARFORGEN Support

**Field Support:** Identifies and resolves technical and sustainment issues and mitigates materiel readiness problems for the COCOMS.



AFSB Commanders  
LSE Commanders  
AMC LCMC Equip LARS  
LMSs and SLARS

LBE PDTE CEW

TAV CEMRAP 1114 Xfer Log Spt

## LOGCAP:

U.S. ARMY Premier Capability To Support Global Contingencies By Leveraging Corporate Assets To Augment Army Current And Programmed CS/CSS Force Structure. Support Enabled For Force Vision and Future Forces



ARFORGEN Support

## Reset:

Enable units to train and deploy by assisting with repair and equipment.



Equipment Management

STRATEGIC

OPERATIONAL

TACTICAL

## Army Prepositioned Stocks:

Provides power projection platforms for COCOMS, Disaster Relief and Humanitarian Assistance



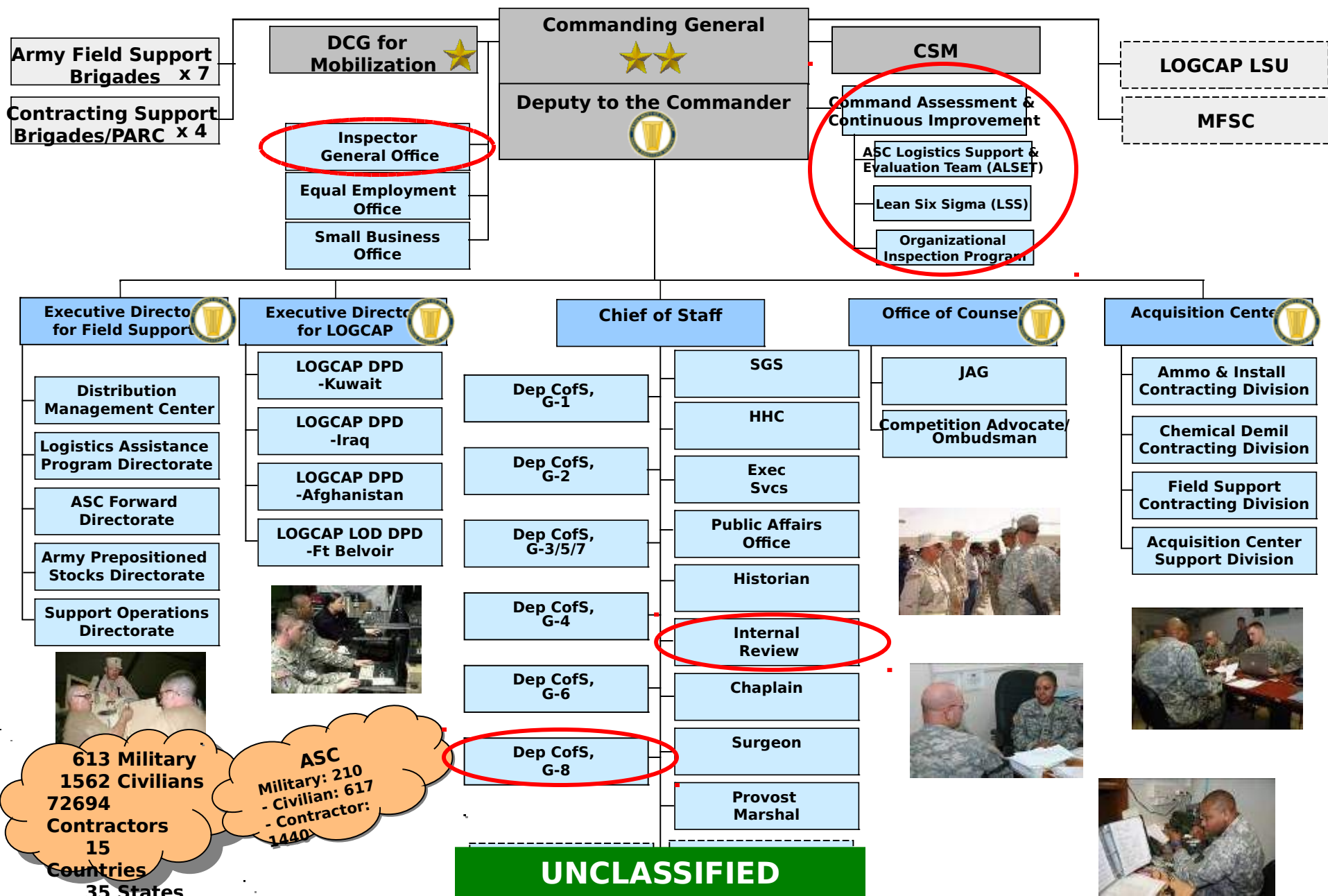
## Materiel Management:

Provide logistics support to equip and sustain our forces world wide.

DMC / DMT

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# Headquarters United States Army Sustainment Command (ASC)





# ***Vision***

**The ASC Command Assessment and Continuous Improvement Office will become the command's expert and principal advisor for all assessments, evaluations, and analysis efforts. CACIO will improve, standardize, and replicate efficient and effective best practices ASC enterprise wide, while fostering a culture of continuous improvement.**

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# ***Mission***

**The CACIO will perform as a fully integrated and responsive assessment and improvement capability.**

**The CACIO will provide a revamped and well-synchronized inspection program to serve as the command's eyes and ears, identifying trends and anomalies throughout the ASC. The ALSET's expanded technical capabilities will serve as the "standards pilot" for all ASC operations. Command-wide deployment of continuous improvement and LSS principles will shape the culture and mindset of the ASC's Soldiers and Civilians to routinely challenge themselves to be the most effective, most efficient, and most responsive to the Soldier. The CACIO will utilize cataloging and trend analysis tools, enabling alignment of improvement efforts and resources to the Commander's priorities.**

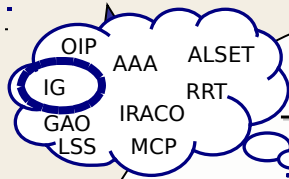
**The CACIO system will encourage sharing and replication of best practices, industry or government, and LSS improvement across the entire ASC**

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# ASC's Approach to Leveraging Enterprise Improvements



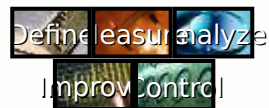
## Continuous Improvement



ENTERPRISE ASSESSMENT

LSS - IMPROVE & REPLICATE

ALSET/INTERNAL AUDIT-STDs PILOT, CONTROL CHECKER



CI - Integrating & Replicating Best Practices Across the Enterprise



## Collective Approach

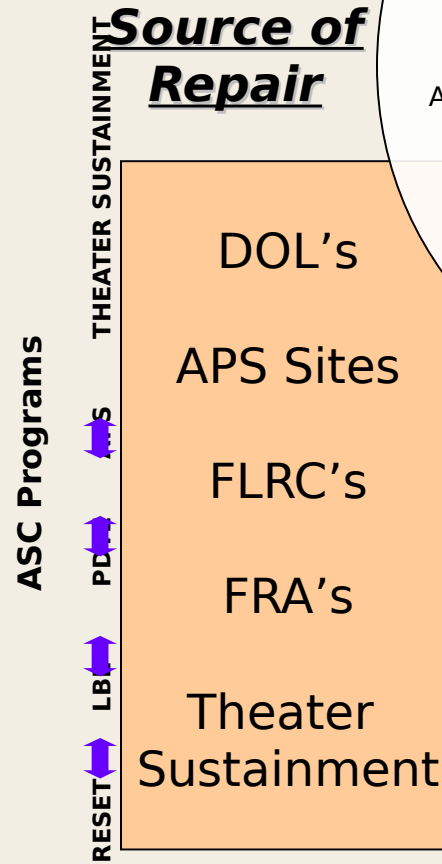
Partnering with IMCOM, ACC, ICC, Industry

Identify & Implement Best Practices

Standardized QA Operations

Standardized Contracts

Standardized Performance Metrics



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# **MG Rauli Quotes ASC Commanding General**

- “...this continues to be the foundation by which I am trying to build this command around...continuous improvement...getting better every day at what we do...”
- “Helping each other”
- “Continuous improvement is the engine that drives this command.”
- “Learning from your mistakes is good. Learning from others’ mistakes is excellence.”





# ***Quality Expectations***

***“Vision- maximum operational readiness, mission effectiveness and customer satisfaction with Army Sustainment products, services, and systems.”***

## ***Top 10 Expectations...***

- **ISO 9001:2000 Compliant for OPCONd maint/supply processes**
- **Thru a “Community of Purpose” involve LCMCs, IMCOM, ICC, AMC Quality Federation, DOLs/FLRCs to improve Quality**
- **Standardize metrics to measure Quality**
- **Standardize Quality processes and programs & identify roles and responsibilities (i.e. physical inspections, represent quality reqmts up front in contracts, follow ANSI or ISO sampling methods, develop standard of repairs for all commodities- similar to DMWRs, move from defect detection to defect prevention)**



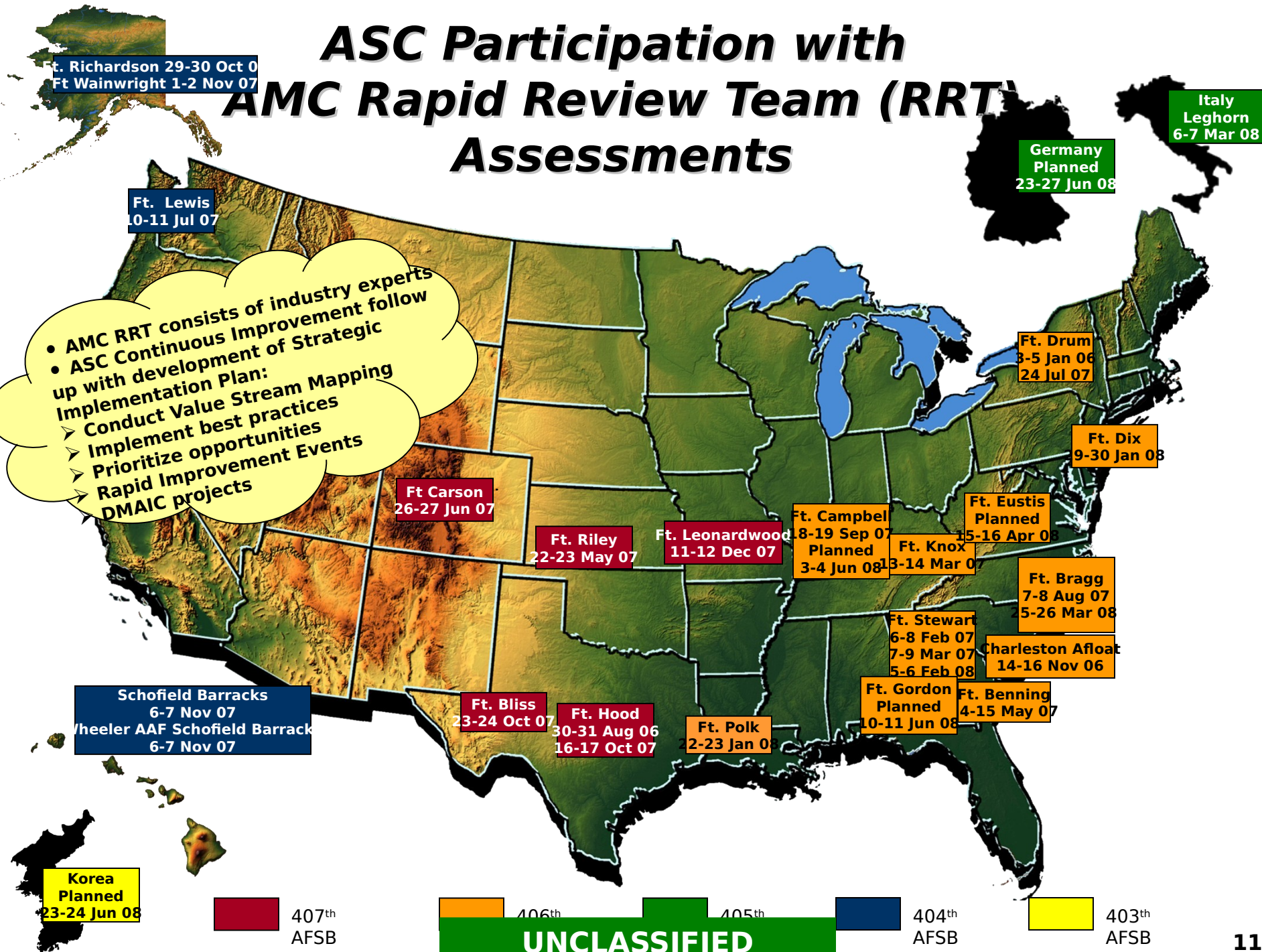
# Quality Expectations (Cont)

- Sharing and replicating best practices/lessons learned
- Partner between government and industry
- Develop performance incentives to improve Quality
- Develop key QA elements & standardize QASPs
- Training/education of QA processes for program
- Quality Board (A...



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# ASC Participation with AMC Rapid Review Team (RRT) Assessments



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# AMC Rapid Review Team Assessment

## 2007 RRT Site Visits

Ft Stewart	Ft Carson	Ft Campbell	Ft
Wainwright			
Ft Knox	Ft Lewis	Ft Hood	Schoefield
Ft Benning	Ft Drum	Ft Bliss	Ft
Leonardwood			

Conduct rapid, hard-hitting assessments of AMC organic industrial base using industry experts in Production, Supply chain management Lean Six Sigma

Maintenance

Supply



**Rapid Review Team**

**Industry Best Practices**

**Make recommendations to improve quality, Reduced cycle times, and Reduce cost**

**LSS Follow-on**

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- Reduce Production Maintenance Turn-Around Time
- Expedite Equipment Turn-In
- Improve Inventory Control through Integrated Prime Vendor Supply Process
- Eliminate Duplication of Effort (DOL/FLRC)
- Mature Maintenance

**Rapid Improvement Events**





# ***Enterprise Board (E-Board)***



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# What does the E-Board Show Me?

ASC Trained BB/GB

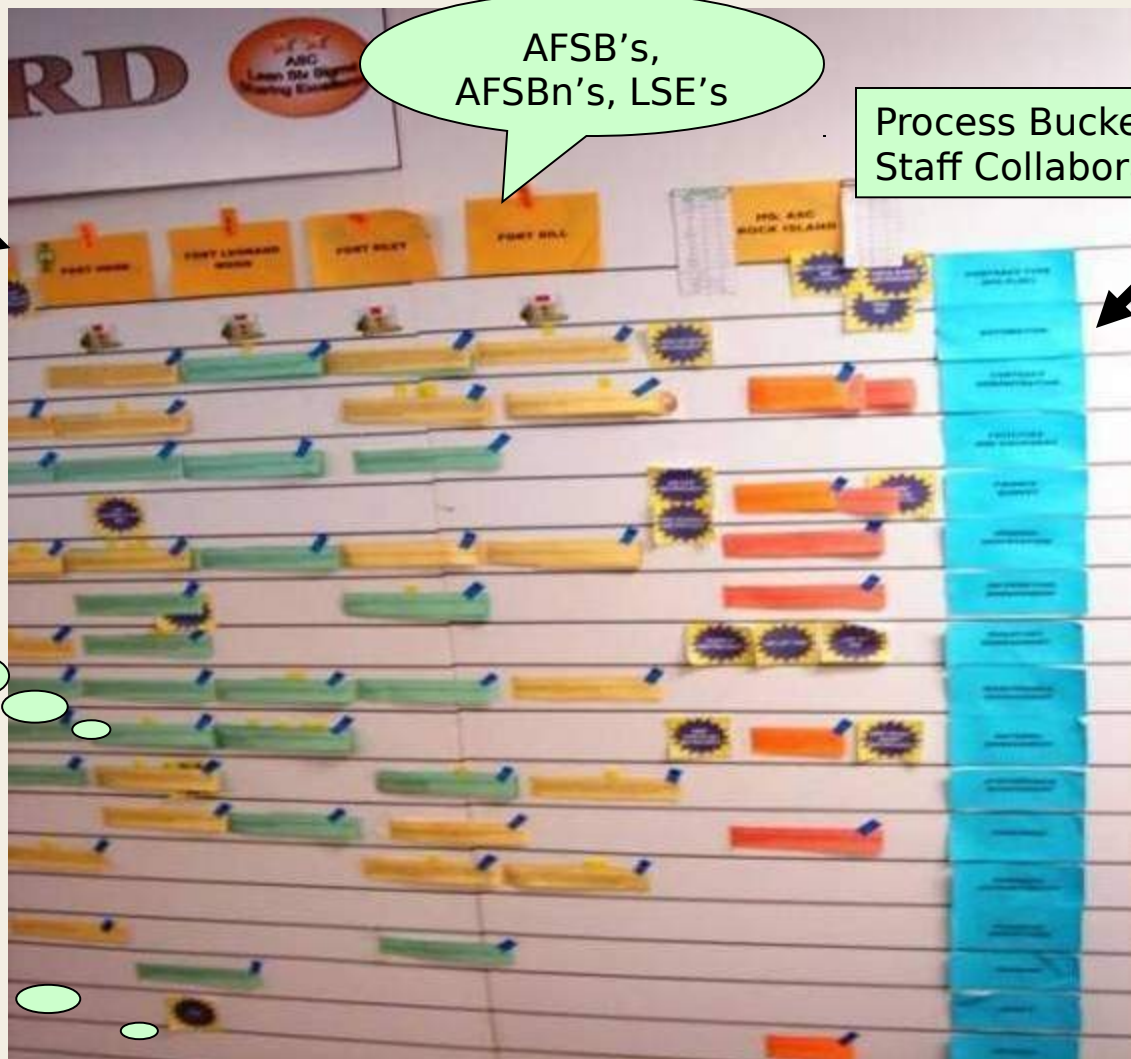


**Trends,  
Improvement &  
Replication  
Opportunities**

**Sharing  
Excellence &  
Best Practices**

AFSB's,  
AFSBN's, LSE's

Process Buckets /  
Staff Collaboration



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# ***Road Ahead***

- **ISO 9001:2000 Compliancy for maintenance and supply processes**
- **Replicate best practices from Army Preposition Stocks(APS) to other APS, and other related processes**
- **Use both Government and Industry lessons learned/ best practices and replicate across the enterprise-i.e. ASC Annual Quality Workshop Conference**





# ***Road Ahead (Cont.)***

- **Partner between government and industry on continuous improvement**
- **Provide effective QA oversight to achieve compliance enterprise-wide**
- **Leverage E-board and take positive action**
- **Facilitate communication and synergy between  
Commanders and ASC staff elements- learn from each other and help each other!**
- **Instill continuous improvement, LSS mindset, and Quality in our day to day ASC way of life**





The background of the slide is a photograph of three soldiers in full combat gear, including helmets and rifles, positioned on a brick wall amidst the ruins of a city. Large, broken stone arches frame the scene, with a clear blue sky visible in the background.

# *The Customer*

# Questions

*Operation Iraqi Freedom*

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